

Conference on Effectively Restoring Ecosystems
22-24 August 2000, St. Louis, Missouri

BACKGROUND

Session: Plenary 10

Topic: Partnering

Moderator: Bill Hubbard, CENAE

Recorders : John Wright, CENAD

Panelists:

- Bill Klesch, CECW-PG
- Bill Hubbard, CENAE
- Dennis Barnett, CESAD
- George Schlossnagle, US Air Force

Objective: To identify problems and successes encountered in partnership programs across the country.

Description: The session included presentations of practical experiences in partnering from the Headquarters, Division, District and Military viewpoints.

HIGHLIGHTS

Bill Hubbard opened the discussion by introducing Panel members and defined the verb “Partnering”, as meaning to act in concert. Partnering is more than just attending Rotary Club functions, but is linked to that activity; because it’s the comradeship that is built by the Rotary Club “Chicken Dinners” that forms the good will supporting the partnering concept.

Dr. William L. Klesch
Senior Policy Advisor
HQUSACE

Dr. Klesch has been associated with the Corps in various capacities, ranging from an environmental policy advisor, to the Chief of the Office of Environmental Policy, to the HQ representative to Coastal America (CA). At CA, he was part of the original team in CA’s development and served as the deputy director of that organization whose guiding principle was and is collaborative partnerships in the implementation of interagency efforts for coastal resources restoration and protection. As a result, Dr. Klesch was uniquely qualified to present his ideas on partnering. His most recent activities have included the participation in the Administration’s Livability Initiative, which utilizes partnering in a similar manner. In a vein similar to Mr. Hubbard’s introduction, Dr. Klesch emphasized key components of a partnership effort as “trust building” which is based on developing relationships based on mutual understanding of one another’s programs. This requires the establishment of networking which as Mr. Hubbard noted, “Networking is often a time consuming exercise, but once established leads to large benefits.” Mr. Hubbard went on to note that, the Coastal America Program grew out of interagency problems with navigation issues in the early 90s and that it took a

long time for the organization to gel. But, once in place (MOU signed in '92) it has led to numerous opportunities for collaborative solutions beyond programs unique to any one agency. A key to its success and one that is essential to partnerships is the empowerment of members to go forward and implement innovative approaches.

In summary, Dr. Klesch indicated the future efforts would require partnerships as federal resources decline. Indicative of this was a quote from General Van Winkle in reference to the Coastal America's Corporate America Wetland Restoration Partnerships initiative; "partnerships bring in resources and lower budgets".

**Mr. Dennis Barnett
Environmental Chief
South Atlantic Division**

Mr. Barnett began his presentation with a question, "why partner? Mr. Barnett is uniquely qualified to answer that question based on his experience as Chairman with the South East Regional Implementation Team (SERIT) for Coastal America and his role on the South East Natural Resources Leaders Group (SENRLG). In a key comment he noted "you have to leave your ego at the door". Pointing out that these groups "together are stronger than the sum of their parts" Mr. Barnett went on to describe their efforts to deal strategically with regional issues. He affirmed the rule that the development of trust in these efforts is the ultimate key to success. The sense of commitment and complementation that is generated is a strong motivator between agencies to complement each other's efforts in changing how things are done. An example of that was Mr. Barnett's reference to FHWA efforts to incorporate more environmentally friendly approaches to how it does business- a reflection of their role in the SENRLG.

Another question Mr. Barnett asked was "How do they do this? Meetings take place quarterly at a two-day retreat where the comradeship, mutual understanding and trust develop allowing them to address the various issues associated with watersheds, sustainable growth, habitat fragmentation, and other issues that communication among groups is so important to resolve.

As an example of the synergism that partnering effects, Mr. Barnett presented the Rains Mill Dam Removal project on the Little River in North Carolina. This project illustrated how the Corps, used to playing the major construction roles, can succeed in a minor planning role that can enable project development and build goodwill that leads to larger venues in the future. At Rains Mill the Corps provided planning input through a Section 22 process with construction provided by the U.S. Marine Corps. The Corps, by finding a "way to play" in the project, contributed to its execution and made a favorable impression on sponsors that is expected to bring dividends on future projects.

Mr. Barnett also described other partnering efforts involving the exchange of Corp employees in other offices that leads to better understanding of Corp programs. In one instance Corps employees in the EPA office under an IAG program instigated an advocacy role for the Corps by EPA. In a second instance, he described FWA employees interning at SAD that led to the environmental streamlining for highway projects. The results of these partnering efforts is to improve relationships and broaden understanding of agency programs which leads to more effective leveraging and more complete and better projects. The outcome is broader project ownership and better projects.

Colonel George Schlossnagle
US Air Force
Military Liaison to Coastal America

Col. Schlossnagle is an Air Force officer serving a military liaison function with Coastal America to represent a new program termed Innovative Readiness Training or IRT. IRT is a program that allows military units, both regular and reserve, to serve as construction support when Coastal America projects can meet unit training requirements. His brief on the use of the military assets in this manner described how the use of the military in implementation could support project execution and lower projects costs.

As discussed by Mr. Barnett Barnett at the Rains Mill Dam removal in North Carolina, the military can make a major contribution to actual construction reducing total project costs. Other examples included the removal of the East Machias Dam in Maine, and the restoration of wetlands at the Ninigret National Wildlife Sanctuary in Rhode Island where the 368th Engineer Battalion of the 94th Army Reserve Command at Fort Devens in 1998 restored 30 acres of runway to the original sand plain habitats at a cost less than \$250 per acre. When this is compared to initial estimates of \$1,700 to \$7,000 per acre, one can see a substantial savings.

The Coastal America Partnership has many successes with the military. Partnerships involving the military have project sponsors such as local communities, state government agencies and other federal agencies. Problems with scheduling the military can occur. Efforts may be pre-empted by military commitments as happened at Ninigret this summer with military commitments in the Balkans. Other issues such as competition with the private sector must be resolved. As Colonel Schlossnagle pointed out, local business often can benefit from the military presence, such as in East Machias where the military rented equipment from local vendors. Also in instances where local funds are not available to hire private sources, competition issues can often be resolved because the main sponsor lacks funds and the community wants the effort to continue. Therefore, local vendors may not complain about the competition issue when the good of the community is at issue.

Innovative Readiness Training is a relatively new concept with the military. It is marked with recent legislation and the Department of Defense Directive 1100.20, "Support Services for Eligible Organizations and Activities outside DOD," January 30, 1997. Military units on active duty as well as the Reserves may participate. Implementing directives have been sent to all of the major services with the Army providing its policy most recently, Army IRT Policy 692.4125 in April 2000.

The partnership that exists between DOD and Coastal America is the basis for Colonel Schlossnagle's liaison role. The partnership's focus is on the execution of Coastal America designated projects. That designation reflects a partnering effort among the 12 Federal Agencies that signed a Memorandum of Understanding to form Coastal America. The MOU a ground up approach giving major authority to the Regional Implementation Teams (RITs), their members agencies, state agencies and non-governmental environmental groups. This is not a DC run program.

Project teams designated at the RIT level run the projects with the military potential acting as a contractor. Projects designated for IRT implementation must meet

the military training requirements or what is known as the Military Essential Training List (METL). Unit commanders can authorize small projects using less than 100 man-hours. Larger actions require submittal through the appropriate chain of command specified by implementing directives. Colonel Schlossnagle indicated that there are IRT funds that can be made available to support the training under appropriate circumstances. Additional information is being prepared in the form of a brochure, which will be available this fall. The Colonel presented a list of contacts for additional information, which begins with the Coastal America Regional Implementation Teams and is provided below.

Washington, D.C. -
Colonel George Schlossnagle
202-401-9813
Military Liaison to Coastal America
schlossnagle@fas.usda.gov

Northeast –
Bill Hubbard
978-318-8552
William.A.Hubbard@usace.army.mil

Mid-Atlantic –
John Wright
718-491-8715
john.s.wright@usace.army.mil

Southeast –
Dennis Barnett
404-562-5225
barnett@sad02.sad.usace.army.mil
Captain Sheldon White
912-327-0331
sheldon.white@afrc.af.mil

Gulf of Mexico –
Bob Bosenberg
228-688-1172
robert.h.bosenberg@mvn02.usace.army.mil
Major Jay Meynier
504-678-5910
MeynierJC@mfr.usmc.mil

Southwest –
Peter Seligman
619-553-5403
seligman@nosc.mil

Commander Steve Thompson
707-575-6067
steven.a.thompson@noaa.gov

Northwest –
Jim Reese
503-8028-3862
jim.r.reese@usace.army.mil
Mark Patterson
360-315-5430
MPatterson@cnbs.navy.mil

Alaska –
Jeanne Hanson
907-271-3029
jeanne.hanson@noaa.gov

Pacific Islands –
John Emmerson
808-438-6968
john.g.emmerson@pod01.usace.army.mil
John Naughton
808-973-2935 X211
john.naughton@noaa.gov

In summary, Colonel Schlossnagle emphasized several reasons for IRT:

- IRT provides real world training for our military.
- It's a moral boost to the troops because they can see a real contribution to their communities.
- It builds community relationships with the military.
- It makes for good press.
- It provides more "Bang for the Buck" for restoration efforts.

**Mr. Bill Hubbard
Environmental Chief
New England District**

Mr. Hubbard summed up the panel's presentations by presenting again questions to contemplate. Is it worth investing staff time in partnering? It was beginning to sound like a quiz. The answer so far was a yes, but Mr. Hubbard was about to give us another part of the pie. In this case, real money. He went on to describe the National Corporate Wetland Restoration Partnership (NCWRP). This is a partnership with money that again is keyed to the Coastal America Partnership. The Corporate Wetland Restoration Partnership began in Massachusetts in 1998 with initial contacts between Gillette Company, the Corps, USEPA and the State of Massachusetts in an effort to bring together public and private funds to promote proactive restoration of the

Commonwealth's most ecologically and socially valuable natural resources-wetlands. Gillette suggested expansion of the partnership to include other corporations on a national scale. That process is underway now with agreements being finalized in Maine, Massachusetts and Connecticut. Mr. Hubbard described goals of \$1million per state and proceeded to provide examples of efforts where the partnership already was making a contribution. Sagamore Marsh a recently restored Marsh near the Cape Cod Canal, Massachusetts. These projects draw the attention of Companies at the state, national and worldwide levels. The question of how to field the program in the rest of the country is being asked. The answer appears to be in a quote by Secretary Westphal "use the Corps districts", and choose from the Coastal America list of projects. The benefits of such an approach to the Corps is "increased availability of matching funds and a raised credibility for the Corps". Mr. Hubbard also noted there is a similar list of contacts for additional information as well as an available brochure. A summary of which is presented below.

National Corporate Wetlands Restoration Partnership

Overview

The National Corporate Wetlands Restoration Partnership (CWRP) is a voluntary public-private partnership in which corporations join forces with federal and state agencies to restore wetlands and other aquatic habitats. The partnership also includes local communities, non-profit organizations, and academia.

The CWRP's objective is to stop and reverse the degradation of America's fresh and saltwater wetlands and other aquatic habitats.

In the CWRP, corporations contribute funds to a participating private foundation or state trust fund. These funds will be used to support site specific wetland or other aquatic habitat restoration projects. These funds will generally be matched by federal dollars. The match will vary by project, but generally, every CWRP will be approved Coastal America Projects, and federal agencies will assist in their proper execution. Corporate financial commitment to join CWRP is flexible. The program is designed to serve the interests of large and small companies.

Organization

The Corporate Wetlands Restoration Partnership operates as a private-sector initiative working with the Coastal America Partnership. The CWRP is structured to mirror Coastal America's national, regional, and local team structure. Corporate partners in CWRP may choose to participate in the national corporate advisory council, regional advisory councils and or state advisory boards. A national corporate board of directors will work with the Coastal America national team. Regional Corporate Advisory Councils will work with the Coastal America regional teams. State advisory boards will oversee project selection and implementation. Advisory board membership will include corporations, state agencies, non-profit groups, and regional representatives. Non-profit partners will be involved at all levels of CWRP. Non-profit partners may include environmental organizations, community groups, and academia.

Corporate Participation

Benefits of participating in the Coastal America Corporate Wetlands Restoration Partnership include:

- Recognition as a good corporate citizen
- Improved communications with federal, state and local agencies.
- Improved relations with environmental communities.
- Employee pride and participation.

Contacts

For more information about the National Corporate Wetlands Restoration Partnership, the following corporate and Coastal America contacts are available:

Corporate

National Association of Manufactures- National Sponsor
Keith McCoy, Resources, Environment and Regulation
202-637-3175, kmccoy@nam.org

The Gillette Company

John McKenzie, Environmental Affairs, 617-421-8315, john_mackenzie@gillette.com
Steve Brayton, Public Affairs, 617-421-8173, steve_brayton@gillette.com

Coastal America

Washington, D.C.
Patmarie Nedelka, 202-410-9928, nedelkap@fas.usda.gov
Art Bryant, 202-401-9928, bryanta@fas.usda.gov

Northeast

Bill Hubbard, 978-318-8552, William.A.Hubbard@usace.army.mil

Mid-Atlantic

John Wright, 718-491-8715, john.s.wright@usace.army.mil

Southeast

Dennis Barnett, 404-562-5225, barnett@sad02.sad.usace.army.mil

Gulf of Mexico

Bryon Griffith, 228-688-1172, griffith.bryon@nosc.mil

Southwest

Peter Seligman, 619-553-5403, seligman@nosc.mil
Steve Thompson, 707-575-6067, steven.a.thompson@noaa.gov

Northwest

Jim Reese, 503-808-3862, jim.r.reese@usace.army.mil

Alaska

Ted Rockwell, 907-271-3689, Rockwell.Theodore@epamail.epa.gov

Pacific Islands

John Naughton, 808-973-2935, X211, john.naughton@noaa.gov

John Emmerson, 808-438-6968, john.g.emmerson@pod01.usace.army.mil

Questions and Answers:

1. Who does the Plans and Specifications for IRT? The action agency or local sponsor will do the engineering and design for projects. The military will only do the construction. Sponsor does everything else.
2. What is the response time for IRT? Response time depends on troop availability. If IRT funding is required, additional time will be necessary. Planners should plan on two-year window from the point of submittal of an IRT proposal. Projects requiring less than 100 hours may commence immediately.
3. Are there contracting problems with the bid process under IRT? Advertisement can be in local papers. Local vendors have yet to complain due to benefits to local construction industry as a result of need for supplies and equipment. Also funds enter local community from presence of troops.